

MEMORANDUM



Date: February 23, 2023
To: Southern Nevada District Board of Health
From: Fermin Leguen, MD, MPH, *District Health Officer*
Donnie (DJ) Whitaker, *Chief Financial Officer*
Subject: **Status of Financial Services Department (FSD) Action Plan**

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Executive Summary

The Southern Nevada Health District (SNHD) FSD is responsible for planning, controlling, and managing the financial aspects of SNHD’s programs and services. FSD has experienced significant turnover over the past few years and SNHD management engaged resources to assess the department cultural and operational challenges. The result of two departmental external reviews conducted during the summer of 2022 indicated that there were significant factors impacting FSD including:

- Transitions in FSD leadership
- Turnover levels in overall FSD staff
- Challenges in development of technological systems and training on processes and systems
- FSD growth and structure was not commensurate with increased compliance and operational needs
- Working environment concerns including perceptions of being disconnected from management and other team members as well as excessive workload

Assessment Results

The assessment results had a common theme and resulted in recommendations in the areas of:

- Improving FSD management structure and workload distribution

- Reviewing teamwork structure and remote work schedules to increase in-office connection
- Increased transparency, regular department meetings and personal communication with team members
- Increasing use of cross-functional work groups
- Improving FSD process and procedure documentation
- Training and mentoring team members
- Reduction of manual processes and review of Enterprise Resource Planning (ERP) system – (currently OneSolution)

Recruitment Efforts

The action plan related to the recommendations had not been implemented due to a complete FSD management’s turnover losing the Chief Financial Officer, Controller and Accounting Supervisor positions earlier in 2022. Initial efforts to address management structure resulted in the hiring of the Chief Financial Officer and Accounting Supervisor. The status of other vacancies in FSD currently are:

Position	Status	Comments
Controller	Recruiting	Posted 1/19/2023 and researching temporary Interim Controller
Accounting Supervisor (new 2 nd position)	Recruiting	Posted 2/7/2023
Financial Analyst	Recruiting	Posted 1/13/2023 Replacing recent vacancy
Accounting Technician II	Recruiting	Posted 1/13/2023 Replacing recent vacancy
Accounting Technician II (new)	Recruiting	Posted 1/13/2023
Billing Specialist (new)	In-progress	Requisition for recruitment in progress

Action Plan

Other recommendations from the external reviews are being assessed and implemented as appropriate. The review status is detailed below.

Recommendation	Action	Timeline
FSD management structure and workload distribution	A second accounting supervisor position was added to the FSD management structure, as well as an accounting technician to support the continued high transaction volume. The additional accounting supervisor will support the distribution of	This and two other new positions are currently being recruited.

Recommendation	Action	Timeline
	technical, reporting and processing functions to provide more individual support and mentoring to accounts payable, accounts receivable and accountant staff.	
Reviewing teamwork structure and remote work schedules to increase in-office connection	Current review of all schedules in progress	Establish updated schedules by March 2023 target date.
Increased transparency, regular department meetings and personal communication with team members	Re-institute regular staff meetings: <ul style="list-style-type: none"> • Monthly on-site all staff mandatory meeting • Weekly/Bi-weekly Accountant and Grants meetings • Bi-weekly Check-ins with AP, AR, Payroll, Financial Analyst and Purchasing • Management team presence on-site daily for opportunity for in-person contact and access 	<ul style="list-style-type: none"> • Monthly on-site all staff meeting initiated in January 2023. • Weekly/Bi-weekly Accountant and Grants meetings established and continuing. • Weekly/Bi-weekly Check-ins with AP, AR, Payroll, Financial Analyst and Purchasing are as needed currently. • At least one member of the FSD management team is on-site daily.
Increasing use of cross-functional work groups	Existing group collaboration on projects will continue and other opportunities to be determined as remainder of the FSD management team are integrated into the team	To be determined based on need and FSD management coordination
Improving FSD process and procedure documentation	<ul style="list-style-type: none"> • Establish format and basic content for documentation • Inventory current procedure documentation • Prioritize policies and procedures to target for improved documentation 	To be determined once remainder of FSD management team are integrated into the team
Training and mentoring team members	<ul style="list-style-type: none"> • Establish training expectations and provide opportunity for each member of the FSD team • Invite one-on-one meetings with team members by direct supervisors, managers and CFO 	<ul style="list-style-type: none"> • Currently requesting feedback on training needs from team members • Requesting assistance from HR on this • Available as needed

Recommendation	Action	Timeline
Reduction of manual processes and review of ERP system	Review current system functionality and consider opportunities with upgraded version of ERP. Implement reporting tools to address current identified challenges.	Testing of upgraded version of ERP has started. Results needed to map out next steps. Reporting software has been budgeted with implementation contingent on ERP decision.

Conclusion

We will continue to work on addressing operational efficiencies, training and mentoring team members and integrating new team members in the FSD and provide updates to progress as needed.